



# **Conducting Effective Faculty Annual Reviews: A Workshop for Academic Leaders**

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*What are your goals for the session today?*



## *Session objectives*

As a result of attending this session, participants will be able to:

1. Outline the timeline and process for faculty annual reviews
1. Plan for action-oriented face-to-face appraisals
2. Recognize the elements of accurate and effective review documents
3. Devise mechanisms to maintain and enhance performance



# *Why are annual reviews so daunting?*

*Insert cartoon or image related to **difficult review/feedback***



# *Why are annual reviews so daunting?*

- Avoidance of confrontation
- Lack of training
- Inability to affect change
- Lack of role modeling
- Time consuming
- High stakes
- Role expansion



# *Why are annual reviews so important?*

Opportunity to:

- Re-recruit star performers
- Inform decisions
- Offer career development
- Assess readiness for promotion and/or tenure
- Clarify expectations
- Provide feedback on performance



# *Effective annual reviews in five steps*





- ✓ Consult institutional guidelines
- ✓ Establish timeline
- ✓ Craft baseline
- ✓ Recognize differences
- ✓ Use multiple measures
- ✓ Ensure equity



Use this slide to insert institution specific policies and/or timelines regarding faculty annual reviews



*Insert cartoon or image related to the **collecting evidence for review***



- ✓ Faculty input data
- ✓ Faculty complete evaluation form
- ✓ Unit supplies institutional data
- ✓ Other data inputs possible
- ✓ Unit keeps accurate records



*Insert cartoon or image related to the **face-to-face review meeting***



- ✓ Prepare
- ✓ Communicate & clarify
- ✓ Praise
- ✓ Coach
- ✓ Set goals
- ✓ Encourage self-reflection



*During the annual review, what questions can you ask faculty to...*

- encourage self-reflection?
- help you understand their needs and interests?
- help you determine how best to support them?
- develop specific strategies to improve?
- refine their focus?



*Insert cartoon or image related to **preparing a written evaluation***



- ✓ Focus on performance
- ✓ Report against expectations
- ✓ Use specific examples
- ✓ Provide suggestions
- ✓ Include timelines
- ✓ Be generous with accolades
- ✓ Language matters
- ✓ Pledge support





*Insert cartoon or image related to **motivating people**.*



*Insert cartoon or image related to **signing a review document***



- ✓ Acknowledges completion
- ✓ Ensures involvement of both parties
- ✓ Essential if negative review



# Case Studies